UHI | SHETLAND

Strategic plan
2030

Contents

Mission

To support a sustainable and collaborative environment in Shetland where the economy and community can prosper with local access to relevant, high-quality learning, training and research opportunities.

Vision

Shetland UHI will be an inspirational hub of innovation and learning designed to meet the needs of the people of Shetland, nationally and internationally

Story
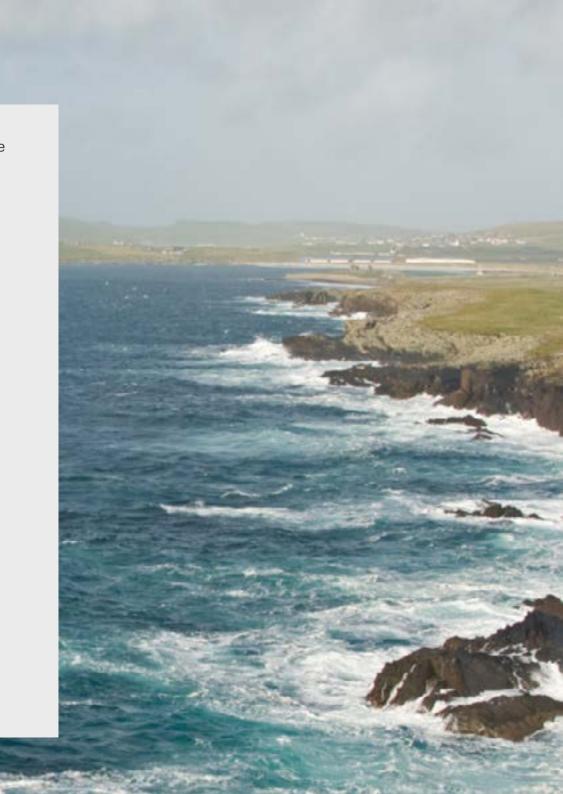
Inspirational learning, influential training and innovative research rooted in the heart of Shetland's community

Values

Collaboration, Openness, Respect, Excellence

Enabling themes

Innovation, Technology, Sustainability, Wellbeing, Inclusion

1. Teaching Learning and Student Support

	Commitment	Outcome (What we want to achieve)
1	We will offer high quality training in areas relevant to Shetland, meeting the needs of employers and supporting the skills development of young people and Shetland's workforce.	+ To be the training provider of choice, responding flexibly, promptly, and competently to the training needs of local businesses and individuals + To provide a high quality cohesive and relevant curriculum to meet the needs and aspirations of local individuals and businesses, and which will be attractive to students from outside Shetland + To provide integrated learning pathways for students to follow to employment or further learning
2	We will be a destination of choice, offering the best possible experience for all students in a range of inspiring learning environments.	+ To improve the reputation and awareness of Shetland UHI across a range of student activities + To enhance the student experience and access to support in their education and wellbeing + To work in partnership with HISA (Highlands and Islands Student Association) to engage the learner voice
3	We will offer diverse learning journeys with opportunities for progression to help all students to achieve their goals and potential.	+ To design a curriculum that is sustainable, dynamic and provides a range of progression routes, ensuring all our students realise their potential and to progress on to positive destinations. + To expand our range of FE and HE courses where appropriate. + To engage with alumni as ambassadors of Shetland UHI and as potential future students or staff members.
4	We will provide opportunities for our students to grow academically and personally, and to acquire skills and knowledge.	+ To work closely with HISA and other student groups to provide engagement, activities and support that suit the requirements of the Shetland UHI learners + To promote and enable cross curriculum learning and development
5	We will have accessible, equitable and inclusive opportunities for students, with excellent resources and support available to assist students to achieve success.	+ To build on our existing student support systems to offer excellent tailored support for any student who needs it + To ensure that our student journey from enquiry to course completion is accessible and inclusive collaborating with staff, students and stakeholders to support, promote and celebrate equality, diversity and inclusion + To celebrate individual and organisational achievements and foster a sense of institutional pride

1. Teaching Learning and Student Support

Measure	Detail	Indicative Target
Student Satisfaction	+ Overall satisfaction in student surveys	+ 2% above Scottish FE College average + 2% above benchmark for NSS + In top 15% in UK for PG taught
Student Success	+ FE students achieving a recognised qualification + Scottish-domiciled full-time HE entrants achieving an award or returning to study + Proportion of FE students progressing to HE + Proportion of HE students who come from our FE courses + Proportion of apprentices who start an apprenticeship and go on to achieve their qualifications	+ 2% above Scottish FE benchmark + Achieve benchmark + Year on Year increase + Year on year increase + 5% above national benchmark (75%)
Student Employability	+ Leavers in positive destinations from sector surveys + Full-time HE graduates in professional occupations + Proportion of full time FE and HE students with professional and/or work experience	+ Achieve Scottish average for FE colleges and HEIs + Achieve Scottish average + 100% by 2030
Student access	+ Share of entrants to undergraduate HE from Shetland + Proportion of students with care experience + Proportion of students from disadvantaged areas isles and	+ Increase year on year + Achieve FE & HE outcome agreement target year on year + Achieve FE & HE SFC outcome agreement target year on year

2. Research and Innovation impact

	Commitment	Outcome (What we want to achieve)
6	We will create a vibrant research environment which builds on our collective strengths, supports innovation, and creates opportunities for inter-disciplinary activity.	+ To develop a research culture that supports confident and productive research students and staff + To assist students and staff in achieving high quality research outputs and having impactful career pathways + To strengthen and expand relevant networks building on collaboration and partnerships
7	We will use our island centred expertise to create research opportunities locally and internationally in the fields of sustainable development, marine resources, governance, and creative practice.	+ To increase income and contribution from research and knowledge exchange activities + To increase our research outputs recognised as internationally excellent and world leading + To enhance our profile and engagement, locally, nationally, and internationally + To build recognition of the knowledge production and creative work taking place within Shetland as being of international quality and relevance
8	We will develop our postgraduate provision in marine and environmental science, arts, culture and the creative economy, and heritage.	+ To have a wider range and greater opportunity for postgraduate training and research within Shetland + To promote Shetland as an ideal centre in which to engage in postgraduate activities, and to continue to work in following completion of studies + To achieve greater links between teaching and research
9	We will deliver research that supports sustainable economic development and recovery.	+ To uphold Shetland as an exciting place to carry out research, attracting new activity and supporting a critical mass of researchers + To ensure effective communication of research and knowledge exchange to a wide range of stakeholders + To conduct research activity that is responsive and outward looking, but also draws from our unique context and culture

2. Research and Innovation impact

Measure	Detail	Indicative Target
REF	+ REF performance – submission size and average grade point average (GPA) achieved	+ 2% above Scottish FE College average + 2% above benchmark for NSS + In top 15% in UK for PG taught
Research student numbers and satisfaction	+ Number of externally funded and UHI funded research degree students + Overall student satisfaction in sector survey	+ 2% above Scottish FE benchmark + Achieve benchmark
Research and knowledge exchange income	+ Level and diversification of external research grant and KE-related income and success in larger-scale grant capture	+ 15% over 5 year period

3. Enterprise and Growth

	Commitment	Outcome (What we want to achieve)
10	We will carry out research to inform, facilitate and support Enterprise.	+ To carry out research to inform public policy on Shetland's economy and industries, and to support local businesses.
11	We will inspire, encourage, and support students, staff, and businesses to develop the knowledge, skills, and motivation they need to realise their potential through Enterprise.	+ To embed Enterprise in the curriculum and offer Enterprise-related training. + To support staff and students in identifying and developing business opportunities. + To encourage enterprise related use of Shetland UHI facilities.
12	We will work in partnership to expand our work-based learning courses, international delivery, and network contributions within the UHI partnership.	+ To meet apprenticeship, short course, and other training needs of local employers + To increase the number of international and off island students choosing to study at Shetland UHI + To expand our range of remote and networked delivery to make our training and courses available to students outside of Shetland and internationally + To increase our contribution to networked provision and hence availability of courses to students based in Shetland
13	Increase recruitment and talent attraction	+ To develop our recruitment admissions processes to be more student centred and streamlined to drive speed and personalisation in our offer making + To develop our international student offer + To secure further financially sustainable student accommodation for Shetland
14	Economic development	+ To participate in community planning and contribute to reduced inequality, improved services, enhanced training and skills development + To maintain our engagement in the Islands growth deal

3. Enterprise and Growth

Measure	Detail	Indicative Target
Commercial income	**+** Total level of commercial income	**+** Increase 10% year on year
Philanthropic/fundraising income	**+** Philanthropic income secured	**+** tbck
Student numbers	**+** Volume of FE credits **+** SFC funded non-controlled and controlled student FTEs **+** Non-SFC funded student FTEs – RUK and international students	**+** Achieve ROA target **+** Achieve SFC funded targets **+** Increase RUK by 20% and International by 25% year on year

4. Environmental Sustainability

Commitment	Outcome (What we want to achieve)
15 We will be an environmentally and socially responsible organisation.	+ To embed sustainability into all areas of our operation to achieve net zero by 2040 + To ensure that United Nations Sustainable Development Goals are addressed within curricula and extracurricular activities. + To increase biodiversity through active management of campus grounds + To provide leadership in support of species conservation in Shetland + To work collaboratively with students on issues such as fuel poverty, poverty and inequality, climate and jobs that resonate with Just transition and Climate justice
16 We will provide increased skills provision to support our islands growth in renewable energy provision and application	+ To be effective partners in the TalEntEd programme + To have increased green skills delivery + To expand the range of education and research opportunities that we offer to support sustainable and environmentally conscious industries
17 We will contribute to a UHI Net Zero Carbon Hub	+ To develop appropriate research activities to support sustainability activities

4. Environmental Sustainability

Measure	Detail	Indicative Target
Carbon emissions	**+** CO_2e and/or GHG tonnes	**+** 75% reduction in CO_2 emissions by 2030
Campus biodiversity	**+** Area (m^2) & % of campus grounds managed for biodiversity and carbon insetting	**+** At least 30% of campus ground managed by 2030
Curriculum	**+** Proportion of courses including sustainability/climate change content **+** Courses linked to renewable energy and green skills	**+** 100% of courses by 2030 **+** To increase provision year on year

5. Operational Excellence

	Commitment	Outcome (What we want to achieve)
18	We will be financially sustainable and demonstrate financial growth.	+ To consistently practice sound financial management. + To be commercially aware considering the potential in the work that is carried out to maximise income from new and existing activities, and increased use of college facilities. + To encourage and facilitate staff and student engagement in financial sustainability + To minimise expenditure and increase our annual turnover
19	We will be a full contributor to an integrated and connected UHI.	+ To fully participate in developing deeper collaborations across the partnership and the implementation of simplified governance structures + To actively pursue shared services, systems and standard approaches to facilitate efficient working across the partnership and effective delivery in Shetland + To fully participate in collective planning processes + To ensure that the identification of the needs and delivery for Shetland continue to be driven by the local community + To enhance delivery from Shetland as appropriate to the partnership
20	We will value, encourage and invest in our staff; support their professional development; and promote collaborative working with internal and external colleagues.	+ To provide opportunities for learning and reflection and support for continuing professional development and training + To encourage staff to engage in networking activities and engagement with external organisations such as regulatory, professional and awarding bodies + To actively encourage staff to engage with their external and internal colleagues + To contribute to the development of a UHI wide professional development framework and training programme
21	We will continue to develop our estate through investing in services, systems and building improvements to create a working and learning environment which will positively enhance all aspects of our student and staff experience.	+ To provide a vibrant campus that meets the needs of, and inspires, both staff and students. + Invest in our digital capability and resilience in evidence driven priority areas that provide modern and enabling technologies to meet our mission and vision. + To have reviewed our vessel provision and updated as required + By 2030 to have a vision and plan for a single campus provision in Shetland

5. Operational Excellence

Measure	Detail	Indicative Target
Financial efficiency	**+** Operating cash flow **+** Staff costs as a % of income	**+** Operating surplus between 1-3% of total income **+** Year on year moving to 2nd quartile of cost ratios for universities and colleges
Non-SFC income	**+** Proportion of non-SFC/non-SAAS income	**+** tbc
Staff profile and satisfaction	**+** Annual staff surveys and analysis of workforce demographics and inclusivity	**+** tbc

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